



Strategic orientation and future directions for the firm **ZAK shoes S.A.** in the footwear industry.



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I hereby declare that the work submitted is mine and that where I have made use of another's work, I have attributed the source(s) according to the Regulations set in the Student's Handbook.

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Abstract

This consulting project was written as part of the MSc in Management at the International Hellenic University. The purpose of undertaking this project is to conduct an extensive and collaborative research regarding the Zak Shoes S.A. in the Greek context in order to examine the sustainability and company's opportunities of expansion in Balkan countries, enlarge company's presence in Greek footwear market by improvements in internal sectors and set gradual goals that aim to reach the firm in the highest levels among other Greek companies.

The project was based on the qualitative research. Both primary and secondary data were collected. As for primary data, there were a large number of interviews with the CEO of the company, employees, suppliers, co-workers, as well as a simple typical questionnaire filled out only by customers. Secondary data were obtained from the analysis of studies, annual reports, in order to provide further support for our findings.

Based on the analysis results, at a next stage we find out the company's gaps in all sectors and proposed strategies are given in order to complete them. With gradually and stable steps the company has all the supplies to expand its leading position in Balkan countries and gain competitive advantage among other Greek companies. Regarding the internal factors, many improvements and future directions are given. Bearing in mind that marketing and advertisement have a lot of power we try to empower company's brand name and re organize some procedures in the way of working. Our goal is to make an even more powerful company and be the number one in the footwear market.

Keywords: Zak Shoes S.A., exports, marketing, footwear industry

Preface

I would like to thank my family for the continuous support as well as my relatives and friends for the understanding. I want to express my gratitude to the interviewees that made me the honour to participate in my project providing significant information. My grateful thanks are extended to my supervisor, Dr Lida Kyrgidou, for the guidance through the making of this project, as well as the CEO of Zak Shoes S.A. company, Stavros Zampetakis for his extensive support and help to my consulting project.

Eleni Amarianaki

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Contents

ABSTRACT	IV
PREFACE	V
CONTENTS	VII
1 INTRODUCTION	1
1.1 CONTEXT OF THE STUDY	1
1.2 FOCUS AND OBJECTIVES	2
1.3 METHODOLOGY	3
1.4 CONTRIBUTION OF THE STUDY	3
1.5 STRUCTURE OF THE CONSULTING PROJECT	4
2 LITERATURE REVIEW.....	4
2.1 COMPANY'S OVERVIEW	5
2.2 ADVANTAGES AND DISADVANTAGES OF EXPORTS	6
2.3 BARRIERS AND FACTORS AFFECTING EXPORT ACTIVITY	7
2.4 EXPORTS OF GREEK FIRMS.....	8
2.5 THEORIES BASED ON EXPORTS	8
2.5.1 <i>Internationalization behavior of Greek SMES: Foreign Direct Investment in the Balkan area and Western Europe.</i>	8
2.5.2 <i>Resource based view</i>	9
2.5.3 <i>Literature review gap</i>	10
3 METHODOLOGY, RESEARCH DESIGN, DATA GENERATION	11
3.1 RESEARCH METHODS.....	11
3.1.1 <i>Questionnaires</i>	11

3.1.2. Interviews.....	12
3.1.3. Written sources.....	13
3.2 DATA COLLECTION	13
3.2.1. Primary Data.....	13
3.2.2. Secondary Data.....	13
3.3 RESEARCH DESIGN	14
3.3.1 Methods of spreading questionnaires	14
3.3.2 Components of the questionnaire	15
3.4 MANAGERIAL TOOLS USED IN THE PROJECT	16
4 DATA ANALYSIS	16
4.1 INTERVIEWS ABOUT EMPLOYEES' OPINION FOR EXPORTING	16
4.2 QUESTIONNAIRES ABOUT CUSTOMERS' SATISFACTION	18
4.3 INTERVIEWS ABOUT INTERNAL FACTORS OF THE COMPANY	24
4.4 STRATEGIC TOOLS.....	26
5 DISCUSSION OF FINDINGS.....	29
5.1 EXPORTS	30
5.2 INTERNAL FACTORS	30
6 THEORETICAL AND MANAGERIAL IMPLICATIONS	32
6.1 THEORETICAL	32
6.2 MANAGERIAL	33
7 LIMITATIONS AND FUTURE RESEARCH DIRECTIONS.....	33
8 CONCLUSION AND RECOMMENDATIONS	34
8.1 RECOMMENDATIONS	34

8.2	CONCLUSION.....	37
9	BIBLOGRAPGY	38
10	APPENDIX.....	1
10.1	APPENDIX 1 CUSTOMER SATISFACTION QUESTIONNAIRE.....	1
10.2	APPENDIX 2 CUSTOMER SATISFACTION QUESTIONNAIRE IN GREEK LANGUAGE	2
10.3	APPENDIX 3 COMPANY’S ORGANIZATIONAL CHART	4
10.4	APPENDIX 4 NEW ORGANIZATIONAL CHART	4
10.5	APPENDIX 5 CUSTOMER COMPLAINTS FORM.....	5
10.6	APPENDIX 6 ANNUAL EMPLOYEE’S EVALUATION FORM	5
10.7	APPENDIX 7 A DESIGN OF BLONDIE SOFT/ FLEX CAMPAIGN	7

1 Introduction

1.1 Context of the study

Nowadays there is a continuous need of companies to export. Through the increasing progress of technologies – internet and trade agreements, the demand to expand out of borders is huge. Firms of different levels can benefit from exporting. Exporting gives the opportunity to companies to increase their sales, distinguish them from other companies, and give employment opportunities. However, there are a lot of factors, barriers, and unpredictable situations that appear. It is essential for a company to have knowledge about the country and a well-organized plan to avoid probable risks.

As for the internal factor, there are some key factors a company must have to gain competitive advantage among others. Improvement of skills, capabilities of employees, building a strong brand name – reputation, have extensive knowledge about the market, adapt to new technologies and organize your company with new machinery, are some of them.

Zak Shoes S.A. is a Greek footwear trading company founded in Thessaloniki in 1960 by George Athanasiadis. After decades of continuous and gradually growth, it built its own “*empire*” located to a modern warehouse and offices. Gradually the company enriches its warehouse with a modern management system that helps the whole procedure from the orders till the invoicing of shoes to be more accurate and easy. Now the company consists of 18 employees in Thessaloniki, 2 employees in Athens and can be considered as a family business. Zak Shoes S.A. strategic goal as it mentioned through the company’s annual, is to maintain, improve and enlarge its position in Greece, while expand in Balkans (Albania, Bulgaria, Serbia, Croatia, and FYROM).

The project examines, firstly, the opportunity that has Zak Shoes to expand in Balkan countries and be more powerful in Cyprus where already export. The idea of such expansion emerges an extensive research identifying the special needs of each country, the economic position, the already local footwear industries of every country and the probable big or small demand of company’s shoes. Secondly, the compa-

ny has to deal with some gaps that come to the surface according to the research. Also, there are deficiencies that must be improved and a variety of ideas come to mind during the project. A better organization in company's base in Athens, enter new markets like supermarkets, reorganize company's warehouse, have a more restrict procedure in order not to make any mistakes, have an annual evaluation of employees, add an export and marketing department and give a lot of emphasis in advertising, promotion of the company, are some of them.

1.2 Focus and objectives

Given that the Greek economy faces a difficult period, only innovative ideas and gradual steps are required. Nowadays, the largest amount of companies faces a variety of problems. Some of them are the consequences of the economic recession, while the others have to do with an insufficient organizational plan, wrong directions that employees follow and the fact that there are little incentives of employees even there are such good ideas.

Though this project, after an extensive research, we introduce some ideas which will offer a competitive advantage to the company, make gradual steps in order to be known in Balkan countries and gradually start to export.

As for the internal factors, there are a lot of suggestions:

- Reorganize company's warehouse, invest in new machinery, gradual expansion of the building.
- Improve company's logistics (order system, organize the warehouse system via computer).
- Better organization in Athens, since Athens gathers the largest amount of Greek population. By hiring one more employee, it's more feasible to accomplish company's goal to increase its clients. (separating Athens in three or four parts, every employee has its exclusive part and can focus more effectively on it).

- Marketing: make the company's website more attractive to customers, advertise through Internet, radio and television, and provide shoes to special events such as famous TV shows, sponsor sports teams.
- Enter new markets like supermarkets. Beginning with a well-known supermarket in Thessaloniki.

Overall, the key research questions for the study are centered on the following:

- How the firm will change and improve its existing way of working.
- Can the company meet the expectations?
- What will be the strategies for the success of the company?

1.3 Methodology

To perform our study, qualitative data are used, acquired especially through interviews with the CEO, employees, customers, suppliers, co-workers, and through a small questionnaire that we can find out the satisfaction of the customers. The interviews investigate and give us ideas, thoughts, complaints, probable changes about the company. Questionnaires are given to customers only in order collect data about their satisfaction of the Zak Shoes (because of their time limit) and there are free to comment anything they want about the company, so we can learn about some ideas, changes that customers want and even their complaints. Moreover, secondary data were retrieved through the university library, using academic and commercial abstracts and internet search engines. Traditional managerial tools, such as SWOT, PORTERS, PESTELL and TOWS analysis, are used.

1.4 Contribution of the study

The idea of an extensive research on Zak Shoes S.A. comes from the interest about the continuous growth of the company and the risk they took to expand its presence in a recession period. On the contrary, with this study, we aim to highlight

that Greek companies, that had strong will to expand its existing position to other areas, improve some basic factor within the company, can not only survive in the Greek market, but also keep its continuous growth.

On the one hand, we want to offer some basic solutions to company's problems, improve its image to customers and be known in Balkans. On the other hand, we want to show that family businesses constitute a strong part in Greek economy.

Having the opportunity to observe how the company works, I will confirm that Zak Shoes S.A. has proved that can maintain its reliability to its clients/suppliers through years and has the perspective to be even stronger and competitive company.

Having the sufficient strategic tools and knowledge, I am going to represent the university with dignity in order to accomplish my consulting project to the Zak shoes S.A. firm.

1.5 Structure of the consulting project

The following project is composed of 10 chapters. The first one refers to the introduction and provides a general description of the study. The second chapter includes the literature review, where an overview of Zak Shoes history is included. Also, there is a discussion about exports and internal factors based on literature (theories, articles). The next chapter consists of the methodology that we used to achieve our goals. We describe the contribution of every technique and we explain how we use it in the project. In the fourth chapter, we represent the data from interviews, the questionnaire that we had to investigate and various researched sources. In the fifth chapter, we present the finding of our research. In the following chapters, we display theoretical and managerial implications, future research, recommendations and conclusion. In the last 2 chapters, there is the used bibliography and appendix.

2 Literature review

The literature review chapter probes the history of Zak Shoes S.A. firm, identifying the continuous growth of the company through years. There is a list of ad-

vantages, disadvantages of exports, what are the barriers affecting the export activity based especially on OLI paradigm theory and what happens to Greek market. Finally, according to the Resource Based View theory internal factors help the company to gain competitive advantage among other firms.

2.1 Company's overview

The company's history began in the 60s, which was founded by George Athanasiadis. To become the "Zak Shoes S.A.", the company got through many different stages, with continuous growth and adaptation to new technologies and economic circumstances.

G. Athanasiadis began his carrier by trading leathers. He was the owner of a small shop in the center of Thessaloniki, cooperating with famous shoemakers. In 1962, the owner of the shop decided to share the responsibilities with one more person and the shop was renamed at G. Athanasiadis – K. Iosifidis.

Despite the continuous growth of the firm, K. Iosifidis quit and the firm as G. Athanasiadis rent a new, bigger than the previous one, shop, continuing keeping the first shop as a stock place (1980). However, there was a huge amount of money that the firm had to receive back from the shoemakers, who in return they gave shoes to the owner as payment. This was the beginning of trading shoes.

With the continuous work and the firm to gaining more and more clients, G. Kuriakidis and M. Zampetakis became the official co-workers of G. Athanasiadis in 1982. Until 2001, the owner, after his successful career, he retired, having completed already 9 shops on the same road. There was a vision to expand their shop in a bigger and most comfortable place.

The continuous growth, had the result that the firm had customers all over Greece. There was a need for a new place. In 2008, the erection of a new building near the Gallikos River began, with the help of subsidy. In 2009, the new warehouse officially opened. New logistics and offices were established, under the name ZAK Shoes S.A. (Zampetakis, Athanasiadis, and Kyriakidis). The company, in addition to shareholder-employees, has now 18 employees in Thessaloniki, and 2 in Athens, while its fleet consists of 7 vehicles.

The export strategy started in 2009, from Cyprus and continues its export with significant success in all Cyprus areas.

Zak's strategic *goal* is to maintain and improve its leading position in Greece, as well as to expand its presence to the Balkans.

2.2 Advantages and disadvantages of exports

Every company, before taking an export activity, must carefully evaluate the advantages and disadvantages of exporting to new markets.

The following are some of the main *advantages* for export¹:

- Increasing sales and strengthen profits
- Reducing risk and balancing growth
- Lower unit cost
- Minimizing the effect of seasonal
- Fluctuation in sales
- Extending the product life cycle²
- Improving efficiency, product quality
- Strengthen local competitiveness
- Acquire new knowledge and experience

Some of the main *disadvantages* for export are³:

- Financial risk

¹ <http://exporting-advantages.blogspot.gr/>

² http://www.exporthelp.co.za/modules/1_considering_exporting/benefits.htm

³ <https://www.expertbase.org/a238-advantages-and-challenges-of-exporting>

- Export licenses and documentation
- Time consuming to find information about new markets
- Extra costs – longer payback period
- Product modification to meet country's expectations

2.3 Barriers and factors affecting export activity

There are various *barriers* that affect exports⁴, so it's worth to mention some of them.

One of the most important barriers that exporters face is the licensing requirements, according to which, some goods may only be imported if they have specific imports licenses by the authorities. The exporters, also, should deal with customs and administrative entry procedures to protect domestic industries from abroad competitors⁵. Moreover, there are health, safety, quality and environmental standards, that make it difficult for exporters to comply with them. Furthermore, quotas which are quantitative restrictions applied to import goods and affect the price of them, are significant barriers. The government participation in trade needs to be considered as well. "It is common for a government to follow discriminatory activities, to lock out international competitors".

Factors affecting the process of export activity:

- Trade barriers
 - Shipping costs
 - Domestic costs
 - Competitive environment forces firms to export
-

⁴ Leonidou L. (1995), Empirical Research on Export Barriers: Review, Assessment, and Synthesis., Journal of International Marketing, pp. 29-43.

⁵ http://www.exporthelp.co.za/modules/1_considering_exporting/barriers_to_exporting.html

- Innovation, investment⁶ (most innovative companies have a higher possibility to export) Eaton, Kortum & Kramarz (2004)

However, the analysis of all those factors is a complex process. A company which wants to export cannot predict every single factor and there is always a gap in the export plan.

2.4 Exports of Greek firms

In Greece, there is a large number of small and medium sized businesses holding an important position in the Greek manufacturing sector. Greek exporting companies are competitive among others and a lot of attention should be paid to the continuous demand for Greek products internationally. Despite the economic recession, Greek exports increased. Lower offered prices of goods, lower cost production and the Greek products that become more and more competitive are some of the main factors of increasing.

2.5 Theories based on exports

2.5.1 Internationalization behavior of Greek SMES: Foreign Direct Investment in the Balkan area and Western Europe.

According to the above study there are “different factors and sets of benefits shaping Greek SMEs’ internationalization decisions between these two regions, regarding motives associated with firm’s internal and external environment and providing evidence that the selection of location constitutes a key factor affecting foreign direct investment activity”⁷.

⁶ Eaton J., Kortum S., Kramarz F. (2004), Dissecting Trade: Firms, Industries, and Export Destinations, the American Economic Review, Papers and Proceedings of the One Hundred Sixteenth Annual Meeting of the American Economic Association San Diego, CA, pp. 150-154.

⁷ Georgiou C., Kyrgidou L., Archontakis F. and Petridou E. (2015), The Role of Location as a Selection Criterion in FDI: The Case of SMEs in Greece, Journal of EastWest Business, pp. 233-255.

The Balkan area appears a key destination for Greek exporting activity, in terms of location activity, primarily in Bulgaria and Romania. Such an exporting activity, creating a prosperous environment for Greek firms to enhance their international activity, and for the Greek economy to become more competitive.

In Balkan countries, there is low cost human capital, access and exploitation of raw materials. By exporting to Balkans, the Greek firms manage to improve their commercial activity, have as a key motive, economies of scale that are achieved through synergies and partnerships.

However, a dominant motive for firms that wish to make a foreign investment is the foreign market's size as a result to prefer more Europe countries, than Balkans where Greek firms are mainly located.

Greek firms refer that increased competition and new opportunities will enhance their competitiveness, increase market's needs, cost production, dependence on customers.

It is important for firms to acquire the appropriate information about the foreign markets that could be provided by the potential clients. The firm can participate in funding programmes that might be designed for enhancing internationalization efforts. However, the cost plays a significant factor to firms to access a new market and the competition in the foreign country might discourage firm's efforts.

2.5.2 Resource based view

RBV: achieve competitive advantage (Wernerfelt b., Prahalad and Hamel, Barney). The supporters of this view argue that organizations must look inside the company to find the sources of competitive advantage⁸.

In RBV model, resources help companies to achieve higher organizational performance.

⁸ <https://www.strategicmanagementinsight.com/topics/resource-based-view.html>

Tangible assets: things can be bought in the market (machinery).

Intangible assets: have no physical presence but can be owned by a company (reputation).

Resources must also be: heterogeneous and immobile

Heterogeneous: skills, capabilities differ from one company to another. They could not employ different strategies, every company follows the other company and no competitive advantage could be achieved. RBV assumes that companies achieve competitive advantage by using different resources⁹.

Bernard and Jensen (1995), first studied firm internationalization choices and how these are linked to heterogeneity.

Immobile: according to RBV resources are not mobile and do not move from company to company. Brand equity, processes are immobile.

VRIN framework: examines if resources are valuable, rare, costly to imitate and hard to substitute for achieving competitive advantage¹⁰.

2.5.3 Literature review gap

At a glance, we conclude that Zak Shoes S.A., with the guidance of a manager, with stable steps, with appropriate information about the foreign market, can start expanding to a Balkan country.

However, the first step is to reorganize itself in internal factors, be more competitive and enlarge firm's reputation and avoid potential past mistakes.

⁹ Rothaermel, F. T. (2012). *Strat.Mgmt.: Concepts and Cases*. McGraw-Hill/Irwin, p. 5

¹⁰Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, Vol. 17, pp.99–120.

3 METHODOLOGY, RESEARCH DESIGN, DATA GENERATION

The purpose of this consulting project is twofold. On the one hand, we examine the idea of expanding ZAK shoes exports to the Balkan countries as well as to enlarge the business presence even more in Cyprus, which has led to double company's profits and annual turnover. On the other hand, we present a variety of ideas and future directions according to the internal factors of the company, such as changes, improvements and innovative ideas. This chapter includes an extensive analysis of the tools and methods used for the study, as well as an assessment of the gathered data, which are a combination of qualitative and quantitative data.

3.1 Research methods

A research method is one way of finding empirical data about the world in general. Research methods imply different skills and practices. According to Creswell (2013)¹¹ there are three research approaches: the quantitative, the qualitative, and the mixed one.

3.1.1 Questionnaires

Wisker (2008)¹² said researchers are likely to be using questionnaires if they seek responses from a large number of responders, as they can be counted and analyzed. More and more students are tending to use them, in order to test a theory.

According to the questionnaires form, are those that are being written as well as the oral ones. The researchers give more attention to information that are rich and less on the statistically significance. However, the interviews are considered much better in cases of searching in depth understanding, because of the direct manner in gathering information about situations, facts and opinions. The questions can be open, closed, scale type questions or multiple choice and can be announced

¹¹ Creswell, J. W. (2013). Research design: qualitative, quantitative, and mixed methods approaches, (4th ed., part 1) Thousand Oaks, California: SAGE Publications

¹² Wisker, G. (2008). The postgraduate research handbook. New York: Palgrave Macmillan

by the researcher and have answers in real time or distributed to the sample in order to fill them and post them back. Last but not least, the questionnaires should be constructed carefully in order to avoid any need for repetition.

3.1.2. Interviews

Interviews can be used almost in all kinds of research. They allow us to gather data from other people in different roles and situations. According to Myers (2013)¹³ interviews are considered as one of the most important data gathering techniques in business and management.

The form of the interview varies. It may be an interview with one person individually, using face-to-face interchange, it may be an interview with more than one or it may be given through telephone or via mails.

There are *three* types of interviews (Myers 2003):

- Structured interviews: pre-formulated questions strictly regulated regarding the time available.
- Semi-structure interviews: pre-formulated questions, but not with a strict way. However, a variety of questions might appear during the conversation.
- Unstructured interviews: free questions to say what they want. No set time limit.

Comments about these three types by Wisker (2008):

- Structured interviews: can be multiple choice questions, making analysis simpler but can be limited the responder.
- Semi-structure interviews: series of set questions and give space for some divergence.
- Unstructured interviews: naturalistic, social conversation between two participants.

¹³ . Myers, M. (2013). Qualitative research in business & management. London: SAGE

3.1.3. Written sources

Written sources give our research qualitative data in order to identify the developments and trend of every single decade. Also, secondary data will be reviewed through the university's library.

3.2 Data collection

Data are collected through *three* types of strategies (Hox and Boeijs 2005) :

1. Experiments and quasi experiments: incorporate research design that allows strong casual interference.
2. Surveys through structured questionnaires: collection of data from a large sample.
3. Qualitative research design: using in-depth interviews, the collection of a large amount of data from a sample is enabled.

3.2.1. Primary Data

Primary data include data from interviews and unpublished documents which the researched gathered directly from the people of a company (Mayers 2013).

The uniqueness of unpublished data increases the contribution of the researcher and the data collection strategy can be adapted to the research questions to give useful information ensuring the validity of the data. However, it is costly and a time consuming procedure.

3.2.2. Secondary Data

Secondary data are those that are gathered and have been previously published (Mayers 2013) such as books or newspaper articles. Since the data have been already published by someone else, we do not have to spend time and financial resources. Moreover, those data provide validity of the findings because there is high quality large datasets.

On the other hand, there are some disadvantages in the secondary data analysis. The data has been collected by someone else, for some other purpose that might not fit in the specific case and may limit the opportunity for additional data or follow-up questions.

In this section, there is a combination of data in order to have an accurate image and conclusions. There are used in depth interviews through customers, suppliers, employees in different levels, CEO of the company, co-workers, and questionnaires to customers and a variety of information from company's competitors, as for primary data. Regarding the secondary data source, we used the Internet and the University's library.

3.3 Research design

The research process starts with an examination of probable gaps that company may have and problems that may face. We try to give a strategic orientation in order to solve problems or eliminate them. Furthermore, we try to investigate a variety of future directions to make Zak shoes S.A. a more competitive business and expand its presence in Balkan countries.

3.3.1 Methods of spreading questionnaires

For testing customer's satisfaction for the company, we consider that we have to share some questionnaires to those who visit Zak Shoes Company. Customer's satisfaction is a major factor in order for a company to be more powerful and productive. Given the questionnaires we want to investigate the general clients' attitude towards the company.

More of the clients visited Zak shoes, were inside the company about 10 minutes so we have to construct a simple model that can be filled in no more than 1.5 minute, in order to avoid client's complaints and refusal to complete it.

Participants should be included in the target group of customers, which is people between 26-65 years old. The selection of this target group wasn't at random. We would like to have answers from a large variety of ages (there are elder customers, their processors, their employees, or replacers) to take a more accurate idea about customer's satisfaction. Except from the age, there were no other stable characteristics between our samples.

The results are selected in an excel file. The questionnaires run for 5 days (through the sampling period), between September 20 and September 25, 2016. The

initial plan is to collect up to 50 individuals, but fortunately the acceptance rate was 84 Greek costumers of Zak Shoes Company.

3.3.2 Components of the questionnaire

Most of the questions were adopted and adapted by from previous research, whereas some others where were self-developed for the purpose of the project. There is only one part which consists of 10 scale questions with anchors 1= 'strongly disagree' and 5= 'strongly agree'. The questions are taken by several similar resources¹⁴ that helped us make a simple questionnaire and are based on the ISO¹⁵ type questions that have to do with customer's satisfaction. Questionnaires can be found in Appendix 1, 2 both in Greek and English language (most of our clients in the specific period do not speak English, so we have to reform the questionnaire in Greek in order to convince our target group).

3.3.3 Interviews in the company

Having examined the gaps, problems of the company and having thought a lot of solutions and direction for the firm, we had the opportunity to have in depth interviews. We interviewed firstly the company's employees, who have an overall knowledge about the business function as well as about the footwear industry issues, in order to have a better opinion about ZAK Shoes. Moreover, there was an extensive interview with the CEO of the company, some customers, suppliers and co-workers. The duration of each interview was at least 30 minutes and took place in the company through personal contact. During the interviews, we were keeping notes, then we summarized our data and we were able to propose probable solutions to problems and future directions for the company. The interviews ran for 15 days, between September 5 and September 19, 2016.

¹⁴<http://www.focusonweb.gr/feedback.php>

¹⁵<http://www.iso.org/iso/home/about.htm>
http://www.iso.org/iso/home/news_index/news_archive/news.htm?refid=Ref1543

3.4 Managerial tools used in the project

- *PESTEL ANALYSIS*: provides a list of influences on the possible success or failure of strategies (Johnson, Scholes and Whittington 2008). Stands for Political, Economical, Social, Technological, Environmental, and Legal.
- *PORTER'S FIVE FORCES ANALYSIS*: a way of assessing the attractiveness of different industries (Johnson, Scholes and Whittington 2008)¹⁶. The five forces are: the *threat of entry*, the *threat of substitutes*, the *bargaining power of barriers*, the *bargaining power of suppliers* and the *extent of rivalry* between competitors. When these five forces are high, then it's difficult enough to compete such a business.
- *SWOT ANALYSIS*: According to E.K. Valentin SWOT analysis is the identification and assessment of strengths, weaknesses (internal factors) and opportunities and threats (external factors).
- *TOWS ANALYSIS*¹⁷: aims to identify strategic alternatives.
Strengths and opportunities (SO)
Strengths and threats (ST)
Weaknesses and opportunities (WO)
Weaknesses and threats (WT)

4 Data analysis

The aim of the data analysis is to describe the results of the questionnaires about customer's satisfaction and the data provided by the interviews for exports and internal factors.

4.1 Interviews about employees' opinion for exporting

We had the opportunity to interview 12 people of Zak Shoes Company, among them the CEO and the shareholders of the firm. There are questions about

¹⁶ Johnson, G., Scholes, K. and Whittington, R. (2008). Exploring corporate strategy. Harlow: FT Prentice Hall. pp 55-60

¹⁷ https://www.mindtools.com/pages/article/newSTR_89.htm

the possibility of exporting to other countries and especially in the Balkans, what are the plans about Cyprus exports, their destination decision, their experience and opinions, potential risks and barriers and how they imagine the procedure of exporting. There were fixed questions but an extensive discussion about all these factors cannot be avoided.

They were asked for their future plans about exports in Cyprus and how they will continue their successful process. The answers were all the same. It is worth to mention one of the shareholders' opinions that described totally all employees' opinions: "When you earn more and more clients in Cyprus, it is obvious that you are doing the whole process well. So, we should follow our successful path, be more conscious and concentrated to our job and we are going to be known to the whole country, about our quality and dignity."

Interviewees answered to some brief questions for exporting their company to Europe and Russia. All the answers were almost similar to each other. There are already even more competitive products, to the footwear sector, from China, with lower prices and lower taxes. It is hard for the company to compete the European market with trading products and there are no thoughts for exporting to these countries. As for Russia, a company's representative team tried to earn information about country's market by visiting some exhibitions there. However, there are different trends and fashion adapted mostly to climate conditions, as a result to abandon their try for exporting there.

Initially, they were asked their opinion, as for the company, to become an exporter in the Balkans and to which destinations. They all agreed that it is hard for the company to export there, but if it happens, the company will increase its sales and revenues. One of the interviewees said: "We are not competitive to Balkans; they already have their own products in cheaper prices and the taxes to export them trading products, are affordable for them". However, there were those who believe that a Greek company must expand its activity outside the borders, to survive. Moreover, we have learned that the company has already tried to learn about Albanian and FYROM market by visiting the countries, although the try was not well organized and did not have aspects.

As the conversation continued, we understand that there were a lot of ideas from the employees. Some of them claimed that if the company starts to visit Balkan countries more often, it will be known to foreign customers and will gain some of them. Furthermore, some others mentioned that the idea of a retail shop in one Balkan country will be great. Opening a retail shop not only give the opportunity to the company to be known there and advertise their Greek products, but also, increase its revenues and brand awareness.

Another topic that was discussed over the interviews was the idea to export Greek products to Balkan countries. As Zak Shoes S.A. cooperates with a large variety of Greek suppliers we found it an intelligent idea to discuss with the employees about this aspect. All the answers were the same. They all agreed that it would be a great idea to export Greek products. One of the interviewees commented: “We can export our shoes with good, competitive prices and great quality”, while another employee pointed out: “Greek products have no taxes when they are distributed in the Balkans, so there are attractive”. The company can make a deal with its suppliers in order they produce a large number of shoes in competitive prices and quality. The foreign countries will not only learn about Greek products and fashion, but also help the Greek economy in general, promoting the company’s brand.

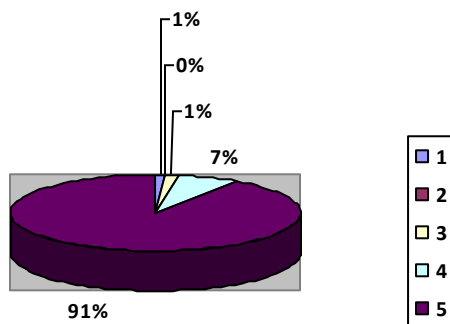
The conversation was then driven to the risks and potential barriers that the firm may face in exportation. There were several opinions expressed. They talked about the risk of exporting in a period of an economic recession, the fear of a potential problem in liquidity, their unpleasant past experience and large transportation costs. We reminded them, that there were local legislations, different to each country and different local consuming habits.

Concluding the analysis of the data provided by Zak Shoes employees the final question could be summarized into: “How Zak Shoes S.A. company export Greek footwear to Balkan countries?”

4.2 Questionnaires about customers’ satisfaction

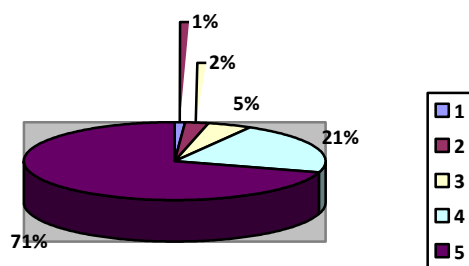
The data acquired from the questionnaires are presented with charts. There are 84 customers while 58 of them are men and the rest 26 are women.

Question 1 Is it easy to communicate with Zak Shoes Company?



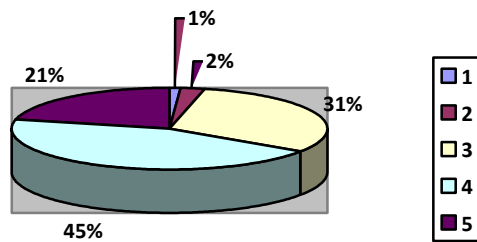
The results indicated that 91% of customers were totally satisfied with their communication with the company, while 1% found that the levels of communication were very poor.

Question 2 delivering the agreed material on time?



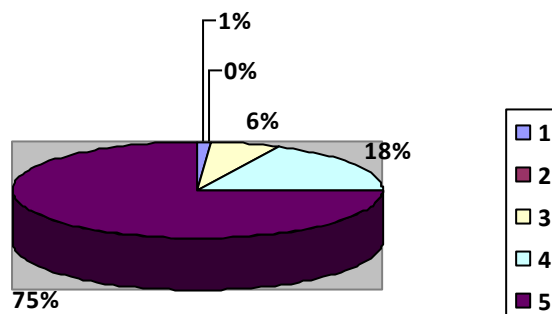
As it appeared above 71% of customers found that company's distribution was on time, while 21% referred that they faced problems with delayed products.

Question 3 Quality of the products



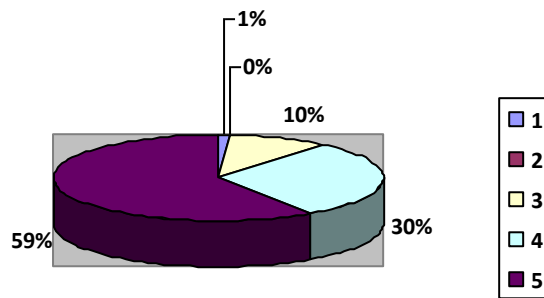
Most of the respondents 45% claimed that the quality of products is good, while 31% believed that the quality of products is moderate. An issue of major importance is that only 21% claimed that the products are of superior quality. This comprises a significant element for our research because it indicates elements of quality improvement.

Question 4 Delivering of products



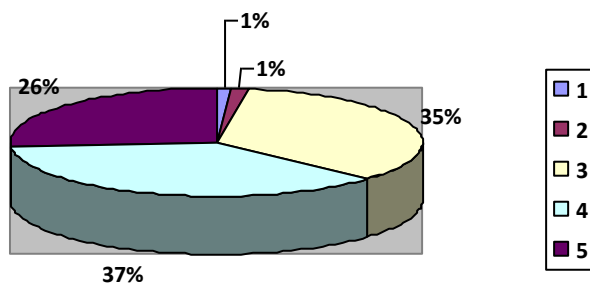
Regarding the delivery of products, the most of the responders are satisfied with the delivering policy, and a 18% present found it good.

Question 5 Products responding to your needs



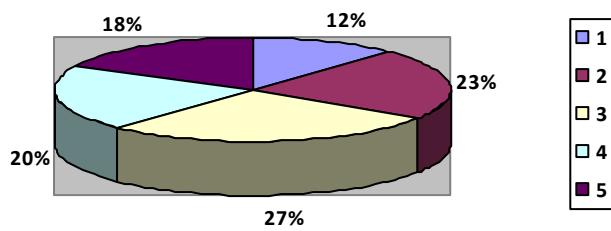
Examining, if products are responding to customer's needs, only 1% found it very poor, 59% superior and 30% almost good.

Question 6 Prices according to the quality of products



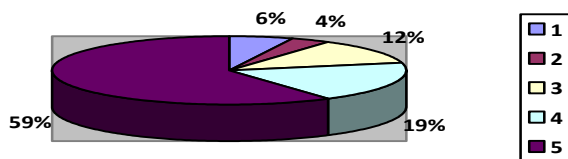
The largest number of respondents claimed that prices according products quality are almost satisfying, while 35% believed that the company can make efforts to improve this situation.

Question 7 Are the products known to the Greek market?



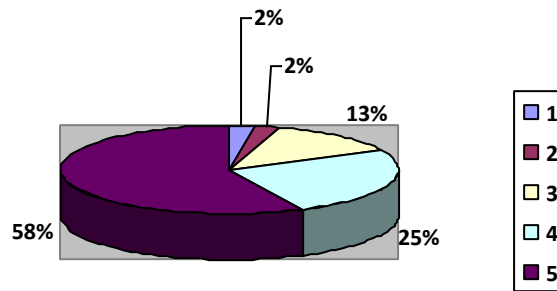
The above chart is also a conducive element for our research, which indicates that the company should make efforts to be known and expand its reputation to the Greek market.

Question 8 I feel more safety when I know that the company has ISO certificate



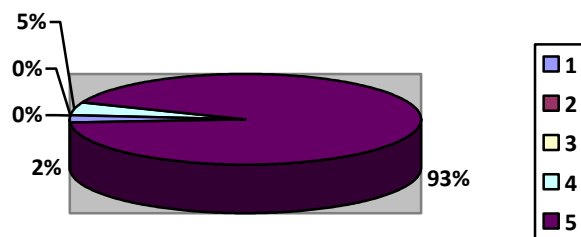
59% of the respondents claimed that they feel more safe if the know that there is such a certificate. However, 6% believed that it did not have any importance to their job. We are going to suggest to the company that is worth submitting an ISO certificate to its customers.

Question 9 Trade policy of the company



Customers are almost satisfied with the company's trade policy, but it's good for its reputation to improve it.

Question 10 Quality of cooperation with our employees



The results are embraced. The largest amount of the respondents is totally satisfied with the company's employees.

There are also some *comments* in the given questionnaires. The positive one, has to do with the satisfying cooperation with the company, brilliant and reliable employees and very often visits to the costumers' shops in order to have a personal communication and talk about their probable needs. However, there are some complaints like, lack of promotion; the company is not known to the Greek market and dissatisfaction about the company's website and lack of adaption to the new technologies like, online orders.

4.3 Interviews about internal factors of the company

To learn about employees' opinions, ideas, thoughts, complaints or fears about the company's internal factors, there were questions about expansion, improvement of the warehouse, marketing and advertisement issues, satisfaction of employees, retail shops, entering markets like supermarkets, pharmacies, reputation and quality issues.

They were asked if there was a need to reorganize company's warehouse or improve machinery. They all answered that the basic need was the expansion of the warehouse so as to have a better separation of products (winter/ summer season) and not pile them up. Some of the interviewees talked specifically about the expansion of the showrooms. One of them claimed: "it's important for the company's image to have big showrooms to separate winter and summer season products and stocks". One of the shareholders also, talked about truck high, loading dock in the warehouse to discharge the containers easier and without occupying a lot of employees. As for the machinery, they were bought in 2012, so there was no need for replacement but only a potential adaptation to the new upcoming technologies in the future. There was a barcode system able to facilitate the localization of the products. One potential innovation that employees wanted, was the voice instructions to the machines.

As the conversation continued to the Athens base of the company, interviewees' responses differed. They were asked if there must be a better organization plan and the possibility of hiring one more employee, because Athens gathers the largest amount of Greek population. According to the CEO the "ideal" plan was one of the shareholders to be responsible for this area, to observe the employees better, to organize them and by hiring one more person to separate Athens in 3 different parts to be more feasible to have the control of all the area. Most of the employees claimed that there was insufficient job in Athens, while the 2 existed employees had to try even more to gain more customers and doubled company's revenues.

The conversation was then driven to entering new markets. There were several opinions expressed, which depended on the different markets, supermarkets, hospitals and pharmacies. As for hospitals, they all agreed that it was an effort with-

out revenues. The payments came from the Greek state, so there was a huge delay. On the other side pharmacies, have a lot of specialization in orthopedic shoes so it was impossible to be competitive in this market. However, there was an intelligent idea, to promote a comfort line, to gain a competitive advantage among others. Finally, concerning the supermarkets there were different opinions. There were those who strongly believed that giving shoes to a supermarket it would be a disaster to the company's image and the company would lose many customers. "We are not a company which sells exclusively low cost shoes and a potential opening to supermarkets will definitely give this impression to our customers". Moreover, there are those who mentioned that cooperation with supermarkets would be a failure because they have their own rules, asking for pairs of shoes and not parcels and do not pay immediately. However, 3 of the interviewees had an innovative idea. "we can have shoes of '2 speeds'" they said. The company could find large number of shoes in stock prices and trade them only to supermarkets with the system "cash and carry".

Another topic that was discussed during the interviews was the possibility of a retail shop, adding bags to company's products, having exclusivity of a special brand and adding a well-known brand in firm's products. There were clear and distinctly opinions. About a potential retail shop all the answers were negative. "If you open your own retail shop, automatically you are competing yourself" one of the interviewees said. There were explained many examples from companies that did the same thing in the past and in the end, they lost large amounts of money. Trading bags, was a bad idea according to employees, "We have a strong name in the footwear market, trading bags is something new, unknown to us. We want to concentrate to our field". As for exclusivity for a special brand, there were all enthusiastic. They did it in the past with Patrick shoes with a lot of success, they are now trading Disney shoes with exclusivity all over Greece. One of the shareholders said "you have to find out a reliable foreign company and deal with it the exclusivity". Last but not least, trading a big brand line, like Nike, the company had to deal with a lot of bureaucracy, licenses issues, and many other Greek agents. The CEO underlined "it is out of our philosophy to trade a famous brand".

All interviewees were asked concerning the topic of employees' efficiency and ways to improve customers' satisfaction. Most of them mentioned that through seminars they participated and the continuous experience they gained, they improved. The shareholders strongly believed that everyone should be focused on the company's welfare and be always near to customers.

There was a fruitful discussion about the company's image, reputation, and quality of products. They all agreed that improving gradually products quality the company could cooperate with an upper class of shops. Gaining an ISO certificate would also enlarge customers' safety. As for Zak Shoes image, the company should participate in every Greek exhibition to enlarge the number of its clients and try to be known to foreign ones. It was remarkable that employees told us about company's participation in one of the biggest exhibition in Greece, Souvenir Expo Greece at 11 – 15 Jan 2017.

Finally, there were asked why there was an absence of a marketing department that could enlarge the company's brand name. One of the shareholders answered with dignity "We are avoiding advertising our company because it costs". Employees, customers, and suppliers had a different opinion, "if we fix our website, advertise our company through internet, give shoes to special events like TV shows, we are going to be known to every single Greek area". In our question if they find it important to hire an experienced person there were several thoughts. There are those who believed that a person from the company was the most proper one for this job, those who claimed that it was a need to hire an experienced person working in the company, while others believed that this was a simple part time job for an experienced person. In our last question about an online order system, there are those who claimed that it would be perfect during pressure-job periods and those who were negative because they believed that you might lose the personal contact and the company's customers were not experienced with these systems.

4.4 Strategic tools

PESTEL ANALYSIS

Using the PESTEL analysis we spot a list of influences that will play some role in our directions for the firm Zak Shoes S.A.

- *Political*: The economic recession in Greece, the political instability, the huge taxes, bureaucracy, legislation are some factors of political policies that influences a business.
- *Economic*: The Greek economy suffers from the economic recession from 2009 and does not seem to overcome the crisis the following years according to statistics.
- *Social*: According to the findings of the questionnaire and the interviews we observe that the company needs to be known even more to the footwear market. Improves company's brand awareness through social medial. Having in mind consumers' attitudes and opinions, can advertise more and improve its image.
- *Technological*: Technology has been an area of intense focus to the company the last 5 years. Improves company's procedures, avoid making mistakes and help the employees with their work. However, the firm should adapt to new technologies in order to keep its dignity to customers.
- *Environmental*: the company has an environmental awareness. Has its own recycling area in the warehouse and try to promote this spirit through customers, while in every new catalogue there is always a recycling signal.
- *Legal*: There is an impact to company's operations through employment, health and safety law, quality regulations and strict import and export legislation. Employees should sign a confidentiality agreement in order to keep company's information secretly.

PORTER'S FIVE FORCES ANALYSIS

Using the Porter five forces analysis we can find out the attractiveness of the business in the footwear industry.

Rivalry among competitors: HIGH - Special offers to customers, often discounts intensive promotion, great quality with competitive prices are the most important tools to maintain its position to the Greek market.

Threat of new entrants: LOW – The threat of new entrants is low because there is high competition level in footwear market. However, Chinese shops in the Greek market consists a threat, but their power is restricted because of their poor quality.

Threat of substitutes: MODERATE – Adapting to new trends and customers' needs the company can keep the threat of substitute to moderate levels.

Bargaining power of suppliers: LOW – There is high competition among suppliers as a result their ability to raise prices is very low.

Bargaining power of buyers: HIGH – customers have a lot of options in where to purchase their products.

SWOT ANALYSIS

Strengths: The Company has a huge number of customers in every Greek area, a great number of Greek suppliers and a large variety of foreign ones. There is a large variety of footwear, attracting all ages with competitive prices. Moreover, it is a reliable company that enjoys customers' satisfaction. Their employees are visiting customers very often to identify probable problems/complaints about the shoes and convenience them not to pay immediately, but within a time period that they have agreed. Finally, there is an environmental awareness from the company and a large charity spirit.

Weaknesses: We have observed that the company does not have an export and a marketing department. Also, there is a lack of shareholders' meetings and few seminars for employees. The biggest weakness is the absence of advertising that will enhance firm's brand name.

Opportunities: One opportunity that is feasible for the company, according the employees, is the company's promotion through advertisement. Furthermore, a future expansion of the warehouse and a try to export to the Balkans are significant

opportunities. It's worth mentioning that an ISO certificate and an improvement in products quality will help the company expand its brand name. Last but not least, continuous training of employees and annual seminars, it's a great idea of being more productive.

Threats: The footwear market is very competitive. There are more and more Chinese shops in Thessaloniki which sell shoes in lower prices. The economic recession, capital controls (payments and imports will be hindered) affect customers. Many shops have already closed and some of them are still working with a small variety and quantity of shoes. Finally, the continuous changes in legislation laws, could be considered as a threat.

TOWS ANALYSIS

Strengths and opportunities (SO) – With the large number of company's customers, it will be easier to start advertising campaigns.

Strengths and threats (ST) – Company's reliability and loyalty, make customer's to prefer Zak Shoes S.A. than Chinese shops.

Weaknesses and opportunities (WO) – With an organized marketing department the firm will be able to overcome its lack of advertisement.

Weaknesses and threats (WT) – Have flexible prices with great quality, to overcome Chinese products.

5 Discussion of findings

In this chapter, findings are going to be presented. Whether they are positive to the already existing theories and studies or enrich existing knowledge and add additional values to the them.

5.1 Exports

According to the interviews, it's obvious that the company prefers to maintain its leading position in Cyprus and expand its presence to the whole island. However, starting an export activity in Europe or Russia seemed unfeasible and impossible for the company. There are even more competitive products, to the footwear sector, from China, with lower prices and lower taxes.

The advantages, disadvantages and barriers about exports were examined above. The economic recession in Greece forced companies to export, to increase its sales and brand awareness. As for export destinations choice, the Balkans seem a feasible area. Countries with similar characteristics, needs, fashion and demand can be the most suitable exporting choice.

When interviewees asked about exporting Greek products to neighbor countries, all of them were positive and enthusiastic and saw it as a challenge to differentiate among competitors and be known to these countries. According to studies, competition is one of the most significant factor that affects destination decisions. Moreover, an export activity would help the Greek economy to breath.

Finally, risks and barriers confirmed by theories and referred through interviews were shipping costs, specific licenses needed, restrictions and local habits, legislation, culture and fashion.

5.2 Internal factors

Through questionnaires about customers' satisfaction there were several opinions. Products quality indicates elements of improvement, while 31% of the respondents believed that it was moderate. Also, the prices according to footwear quality were not satisfying, but also the products were not well known in the Greek market. It is worth mentioning that 59% of respondents claimed that they would feel safe, if there was an ISO certificate that ensured product quality. There were comments regarding reliable employees but also lack of promotion and adaption to new technologies.

According to Gu, J., M. Goetschalckx, and L. F. McGinnis (2010b)¹⁸ it's a warehouse demand to have a special area ("fast pick") to gather products with increased or low demand. So, the employees' opinions about expanding of the building were according the theory. An area in the warehouse that gathers products of big/low demand and stock products, will help the company to have a better organized warehouse. Bigger showrooms as interviewees claimed, give a better image to the company.

A better organized activity in Athens, according to the CEO, would help the company have the total control of Greece. Our questions about entering new market as hospitals and pharmacies did not have a lot of impact to respondents. However, about trading footwear to supermarkets, there were a lot of ideas. The most innovative and smart one was to have a low-cost campaign only for supermarkets with the "cash and carry method".

Furhtemore, as Sifniotis (1997)¹⁹ said "A business will survive only if its customers are satisfied". This can be real if the company starts gradually to trade more quality products and gain strong relationships among customers and employees.

Last but not least, regarding theories, marketing "has contributed significantly to the body of knowledge on business strategy over the last two decades". The overall marketing "umbrella" covers advertising, public relations, promotions and sales²⁰. A well-organized business with the help of marketing department can expand company's brand name, compete with other businesses (healthy competition), gain higher sales. All interviewees agreed in the creation of a marketing department to promote the company, raising awareness about the brand and build a strong reputation.

¹⁸ Gu, J., M. Goetschalckx, and L. F. McGinnis (2010b). Solving the forward-reserve allocation problem in warehouse order picking systems. *Journal of the Operational Research Society* 61 (6), 1013–1021.

¹⁹ Σιφνιώτης, ΚΧ 1997, *Logistics management Θεωρία και πράξη*, Εκδόσεις Παπαζήση, Αθήνα.

²⁰ <http://smallbusiness.chron.com/>

6 Theoretical and managerial implications

6.1 Theoretical

Taking into consideration the export activity, the study contributes to the knowledge of exports. According to the studies about Greek exporting activity, Balkans seems to be the most common and feasible environment (International behavior of Greek SMES). Without the appropriate information and the whole knowledge about each country's circumstances, environment and the probable demand of shoes, it is hard to export there.

The findings, based to the overall studies, were expected. These findings are significant because they prepare companies to start their export activity, increase their sales, compete other companies and could be used as a guide for future exports.

As for the internal factors, companies have to "look inside the company to achieve competitive advantage" according to the resource based view theory. Regarding the warehouses, they play a key role to the success or the failure of a company (Frazelle 2002)²¹. Zak Shoes warehouse is a distribution warehouse, while its main role is to gather products from various foreign and Greek suppliers and distribute them to customers (Van de Berg, 1999)²². Marketing "has contributed significantly to the body of knowledge on business strategy over the last decades"²³. A marketing department can enlarge company's name, increase its sales.

²¹ Frazelle, A 2002, *Supply Chain Strategy: The logistics of Supply Chain Management*, McGraw-Hill, New York.

²² Van de Berg, JP & Jijm WHM 1999, 'Models for warehouse management: Classification and examples', *Int. J. Production Economics*, vol 59, pp.519-528.

²³ <http://onlinelibrary.wiley.com/doi/10.1111/1468-2370.00029/abstract>

6.2 Managerial

The findings inform the employees and CEO of the company about the problems that the company faces, potential improvements and solutions and some proposed future directions. This is very important, given that every company in order to gain competitive advantage has to improve its internal factors. Providing a list of steps that the company may follow to start an export activity, it will benefit company's sales, profits and the Greek economy in general.

7 Limitations and future research directions

Although our carefully research, there are always some limitations. Even if we have presented employees opinions through interviews and questionnaires and we have made an extensive research about Zak Shoes S.A, the research and especially the proposed future directions are especially for the specific footwear firm. The research is referred to the footwear market of a trading company in Thessaloniki. This means that if we examine different kind of companies; in different cities the results and suggestions might be different. Furthermore, the previous analysis is adjusted to the needs of the Greek market.

In order to have a total look of Zak Shoes firm, we acquired data through interviews of employees, shareholders, suppliers, customers, co-workers and questionnaires about customers' satisfaction. A significant limitation for the questionnaires was the sample size which was 84 customers of 26-65 age, 58 of them were men and the other 26 were women, while the survey took place through the sample period, inside the company, between September 20 and September 25, 2016. It should be taken into account that the most respondents were from the south part of Greece and a small number of them from Athens. According to the interviews we managed to interview 12 persons among whom there were persons who play a strategic role in the company, customers and suppliers in order to have a complete overview of the company. However, the responds cannot be used in different sectors or even in different footwear companies, neither in the Greek nor in the foreign market.

Moreover, we have to mention the limited time and number of respondents to conduct our study about the company. As for the questionnaires the available time was 5 days, during the sample period. Also, it's worth mentioning that the potential existence of some similar researches of the footwear market might be very useful in order to compare companies' exports and internal sector, as well as to examine future strategies and directions. Last but not least, if we are going to conduct a similar research in the future the results would not be the same, having in mind that the study was made through an economic recession period.

8 Conclusion and Recommendations

8.1 Recommendations

Exports:

Preparation of Zak Shoes company to export in Balkans

After the extended interviews with company's employees, we are going to suggest a "step by step" procedure to prepare the company to export.

- ✓ Establishing an *export department* in the company. There must be a reliable person dealing exclusively with the export segment of the company.
- ✓ Consulting with:

The *Enterprise Greece organization*²⁴. It is an organization that supports Greek companies with information, orientation about the foreign markets. Their goal is to find the most appropriate co-workers to your company and promote Greek exports.

²⁴ <http://www.enterprisegreece.gov.gr/>

SEVE²⁵: Is a Greek association which contributes to the performance of the Greek exports, promotes Greek products, find potential customers or partners, provides every country's information on product demand; organizes seminars for employees and international events in Greece and abroad.

- ✓ With the continuous cooperation of the above organizations, the export manager of Zak Shoes and the company's will to expand its products to a specific Balkan country, the company can *hire a person* responsible for the country of export. This person must speak the country's language, know the demand of products, be in touch with future customers and promote company's footwear.
- ✓ Participation in the country's *exhibitions* to be known as a brand and promote Greek footwear products. Also, there can be a shop with samples, so as the customers to observe Greek fashion. According to the potential demand, there will be a start in exporting.
- ✓ Identify potential barriers of the exporting activity. List these barriers and try to resolve them.
- ✓ Negotiation with Greek suppliers. If the company starts to expand its presence, it must negotiate with suppliers in order to have the specific number of shoes on time, flexibility in colors/materials and achieve low prices.

After our proposal with the "step by step" procedure the CEO claimed that exporting to a Balkan country is feasible. He also added that firstly the company should improve its internal factors, and then it can be organized and follow the above procedure for a future exportation.

Internal factors:

The most important internal factor is *marketing*. Specifically, about Zak Shoes S.A.:

²⁵ <http://www.seve.gr/>

Hiring an experienced person in this field, it will be a start. There will be a part time job and if there will be a need, it will change into a fulltime job. This person will be responsible for:

- ✓ Advertising the company through social media (Facebook, Instagram), website and blogs. Reorganizing company's website, developing a user-friendly page divided into categories according the gender (woman, man, child), season (winter, summer), stock products. News and offers will pop up in the page, to keep the customers informed. Each customer will have the opportunity to log in with his/her special account, able to order online, see past orders and in a feedback area in the website, comment their shopping experience.
- ✓ Informing by emails company's customers about potential offers, upcoming products, and sample periods.
- ✓ Promoting the firm to fashion magazines, newspapers and radio. As for the TV advertising, it should be on local channels such as Egnatia TV, TV100, Mtv, Europe one, because an advertisement in bigger channels will be very costly.
- ✓ Organizing the company's participation in fashion shows, learning details about sponsoring teams and cooperating with the organization ROTA which can help the company participate in footwear exhibitions.
- ✓ Motivating the company to offer products and money to charities (as it already does), to promote social awareness.
- ✓ Being responsible for the offer of equipment to customers. Equipment like posters stands for the shoes with Zak Shoes logo.

We have asked about advertisement in Public transportation in Thessaloniki (OASTH) but the costs are not affordable.

As for other *internal factors*, our future directions are the following:

- ✓ Reorganize company's organizational chart. There is not an existence of a marketing and exports department. (Please see appendix 3,4)

- ✓ Focus on customer's satisfaction. Questionnaires can be shared to customers through the sampling period all over the Greece. Also, the complaint's list should be examined more often. We have conducted a complaint's platform that the company can use. (Please see appendix 5)
- ✓ Expansion of the building will help in a better organization of the products, building bigger showrooms will affect the Zak Shoes image, and a raised part in one entrance of the building will help to unload products easier and not to occupy many employees.
- ✓ Reorganize the responsibilities of warehouse's employees. There will be two persons responsible for the practical issues of the warehouse.
- ✓ Improve product's quality. Start to trading more quality products and get an ISO certification. Invest in a new series of comfortable, flexible women's shoes with suggested names like Blondie (women Zak logo) soft of Blondie flex. (Please see appendix 7).
- ✓ Trade exclusive footwear. Make a strongly agreement with a foreign firm and trade products exclusively in Greece.
- ✓ Human resources. Focuses on employees' abilities, knowledge, make them better, more informed and productive through seminars. Have an annual employees' evaluation and from the outcomes the company will be able to give promotions, bonus or focus more on employees training. We have conducted an annual employees' evaluation form to help the company complete them. (Please see appendix 6)

8.2 CONCLUSION

The aim of the project was to examine Zak Shoes S.A. potential problems and issues, give strategic orientations to the company and propose future directions. We started by identifying the basic problems the company faced in the internal sector. Taken into consideration studies, theories, interviews and by providing a small questionnaire we could give a future direction and propose some ideas to help the com-

pany. In the exports sector, after an extended research, we have designed a step by step plan for the firm, to start its export activity.

Our purpose was to guide and direct the company gain a competitive advantage among others, improve its weaknesses, focus on company's marketing department provide some innovative ideas and give incentives to start exporting to the Balkans.

Our project, has already helped the company, by training an employee to deal with advertising, while the CEO starts to interviewing persons, to hire an experienced one for the upcoming marketing department. We are sure that our research will be helpful because it brings to the surface hidden issues for improvement and company's opportunities, which will enlarge its name and presence.

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10 Appendix

10.1 Appendix 1 Customer satisfaction questionnaire

CUSTOMER SATISFACTION QUESTIONNAIRE

We would like to ask you to contribute to our effort according your satisfaction to Zak Shoes Company by completing the following questionnaire.

Please select the degree of satisfaction for each of the following. 1= *very poor* to 5=*superior*

1 2 3 4 5

1	Is it easy to communicate with Zak shoes Company?					
2	Delivering the agreed material on time?					
3	Quality of the products:					
4	Delivering of products:					
5	Products responding to your needs:					
6	Prices according to the quality of products:					
7	Are products known to the Greek market?					

8	I feel more safety when I know that the company has ISO certificate:					
9	Trade policy of the company:					
10	Quality of cooperation with our employees					

COMMENTS:

.....

.....

.....

FIRM:	
COMPLETED BY:	
POSITION:	
DATE COMPLETING THE QUESTION-NAIRE:	

10.2 Appendix 2 Customer satisfaction questionnaire in Greek language

ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ ΙΚΑΝΟΠΟΙΗΣΗΣ ΠΕΛΑΤΩΝ

Παρακάτω ακολουθεί μια λίστα με ερωτήσεις σχετικά με τον βαθμό ικανοποίησης των πελατών, για την εταιρεία Zak Shoes. Παρακαλώ βαθμολογείτε τις παρακάτω παραμέτρους από το 1=κάκιστο έως το 5=άριστο.

1	Έρχομαι εύκολα σε επαφή με την εταιρεία Zak Shoes;					
---	--	--	--	--	--	--

2	Παραλαμβάνω τα εμπορεύματα στην ώρα τους;					
3	Η ποιότητα των προϊόντων είναι:					
4	Η παράδοση των προϊόντων είναι:					
5	Τα προϊόντα ανταποκρίνονται στις ανάγκες μου;					
6	Οι τιμές σε σχέση με την ποιότητα:					
7	Τα προϊόντα είναι γνωστά στην Ελληνική αγορά;					
8	Νιώθω πιο σίγουρος όταν ο προμηθευτής μου έχει πιστοποίηση ISO:					
9	Εμπορική πολιτική της εταιρείας:					
10	Ποιότητα συνεργασίας με τους εργαζόμενους της εταιρείας:					

Σχόλια

.....

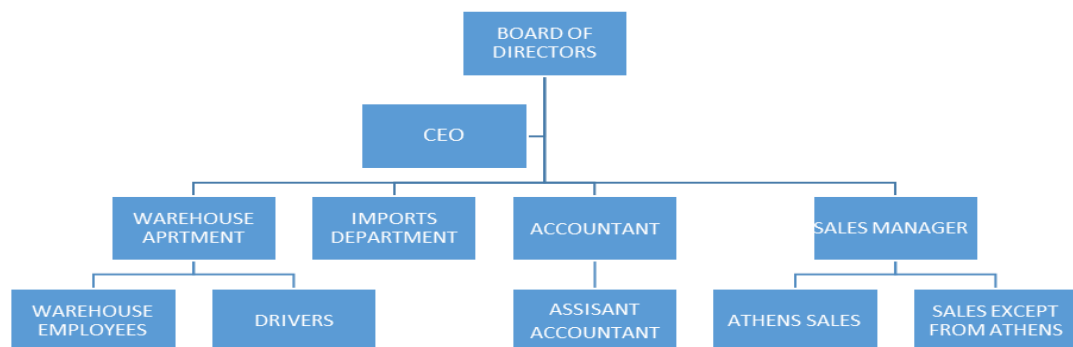
.....

.....

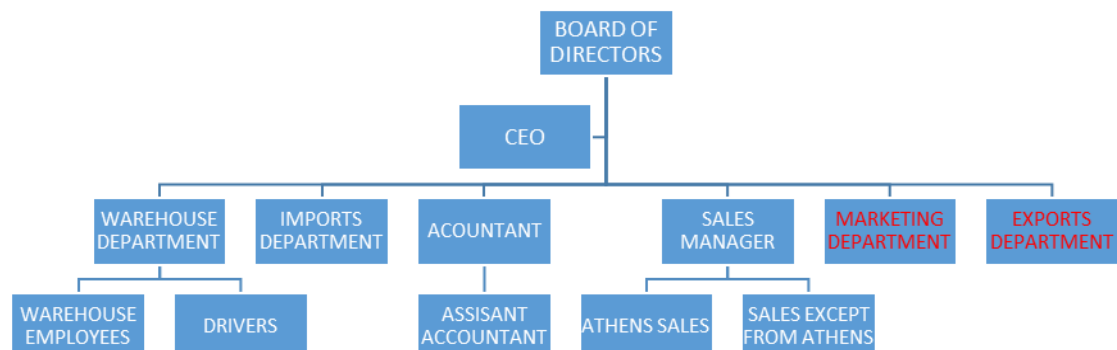
ΕΤΑΙΡΕΙΑ:	
ΣΥΜΠΛΗΡΩΘΗΚΕ ΑΠΟ:	
ΘΕΣΗ ΣΤΗΝ ΕΤΑΙΡΕΙΑ:	

ΗΜΕΡΟΜΗΝΙΑ ΕΡΩΤΗΜΑΤΟΛΟΓΙΟΥ:	ΣΥΜΠΛΗΡΩΣΗΣ
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10.3 Appendix 3 Company's organizational chart



10.4 Appendix 4 New organizational chart



10.5 Appendix 5 Customer complaints form

COMPLAINTS FORM

DATE:	CUSTOMER'S NAME:
PROBLEM DESCRIPTION:	
HAVE THE SAME CUSTOMER COMPLAINED IN THE PAST?	
<input type="checkbox"/>	<input type="checkbox"/>

ACCEPTANCE	REJECTION	COMMENTS

SUGGESTIONS – CORRECTIONS	NAME OF RESPONSIBLE PERSON	DATE

OFFICER'S SIGNATURE:

DATE:

10.6 Appendix 6 Annual employee's evaluation form

ANNUAL EMPLOYEE EVALUATION FORM

SURNAME	
NAME	
FATHERS NAME	
EMAIL	
ADRESS	
PHONE NUMBER	
BIRTH DATE	

POSITION	
ACADEMIC BACKGROUND	
EMPLOYMENT HISTORY	

SEMINARS THROUGH THE YEAR	
TITLE	
DATE	

EVALUATION	COMMENTS ON EMPLOYEE'S ABILITIES

10.7 Appendix 7 A design of *blondie soft/flex* campaign



*Zak Shoes logo for
women collection*



*A new women comfort
campaign:*

BLONDIE soft/flex